



EMERGENCY MANAGEMENT DIVISION

Citizens Serving Citizens with Pride & Tradition

2019-2020 Statewide E911 Operational Cost Study

PROJECT PLAN - CHARTER

Washington State E911 System Operational Study

Project Plan and Charter

Project Purpose

Project Description:

ESHB 1109 - Operating Budget; Section 145-6 requires the Military Department to complete a report on the 911 system and provide it to the appropriate legislative committees by October 1, 2020 to include:

- a) The actual cost per fiscal year for the state, including all political subdivisions, to operate and maintain the 911 system including, but not limited to:
 - a. the ESInet
 - b. call handling equipment
 - c. personnel costs
 - d. facility costs
 - e. contractual costs
 - f. administrative costs
 - g. legal fees
- b) The difference between the actual state and local costs and current state and local 911 funding.
- c) Potential cost-savings and efficiencies through the:
 - a. consolidation of equipment
 - b. regionalization of services or merging of facilities
 - c. positive and negative impacts on the public
 - d. legal or contractual restrictions
 - e. appropriate actions to alleviate these constraints

Goal:

The Washington State Legislature will gain a deeper and more complete understanding of the current operating environments and the whole costs associated with providing 911 and associated life-safety services.

Project Scope

Research, analyze and recommend potential operational efficiencies for providing E911 services in Washington State

- Determine boundaries and limits of the 911 system
 - The personnel, equipment and activities that are encompassed
 - Call initiation to delivery of information to first responders
- Identify all direct and indirect related costs to provide 911 services in Washington State
 - List entities responsible for each identified cost
- Identify all funding resources that contribute to paying 911 services direct and indirect related costs
 - List entities receiving funding
- Identify opportunities to reduce costs while continuing to provide resilient and reliable 911 services
 - Identify local and state impacts for recommendation
 - Identify laws/codes/regulations/policies requiring new or amended language and approval

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- o Identify timeline to implement recommendations

Not Included in Project Scope:

1. This report scope does not include the first responder costs for responding to 911 emergencies when dispatched. Although these costs are not within the scope of the study, it should not prevent mention or limited discussion due to the interconnected relationship with the 911 system.

Project Budget

ESHB 1109 provided \$100,000 of the enhanced 911 account-state appropriation solely for the department, in collaboration with a representative group of counties, public safety answering points (PSAP) or Emergency Communication Centers, and first responder organizations to submit a report on the 911 system to appropriate legislative committees by October 1, 2020.

Critical Success Factors

Producing a useful and informative report to the Legislature by October 1, 2020 will require information submittals from a variety of partners and stakeholders and dedicated work group time, to include:

- Detailed budgetary & expenditure reporting from all PSAPs
- Commitment for project team participation
- Commitment for additional project funding support should the initial project budget established by ESHB 1109 be inadequate to accomplish all components of the project plan

Project Plan with Timeline

To complete the identified project milestones list below (include due date of milestones), teams will work and meet as follows:

- a) The project facilitator/manager, working in collaboration with the project lead, will commit 20 hours per week, including attending all scheduled meetings
- b) The work groups will meet weekly as needed to complete tasks, anticipate 20 hours for project work time each week
 - a. Technical
 - b. Finance
 - c. Facilities/Operations
 - d. Governance/Policy
 - e. Others as deemed necessary
- c) The E911 Advisory Committee steering team will meet bi-weekly to review and affirm project progress
- d) The project team will meet monthly to receive project update briefing and provide feedback
- e) The executive steering committee will meet quarterly to receive project update briefing and provide guidance (Q3-2019, Q4-2019, Q1-2020, Q2-2020, Q3-2020)

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Timeline

Milestone:	Completion Date:
• Budget proviso requirements reviewed	May 31, 2019
• Project charter with timeline approved <ul style="list-style-type: none">○ Brainstorm project concepts○ Draft charter○ Identify project teams' members	July 8, 2019
• Project kick-off conducted <ul style="list-style-type: none">○ Schedule kick off meeting○ Develop meeting agenda○ Draft meeting materials○ Establish project document repository (internal)○ Establish data repository○ Establish project information-progress communication method (external)○ Schedule project teams meeting series	July 31, 2019
• Report Components defined <ul style="list-style-type: none">○ Define 911 System scope○ Define components of "all" costs○ Draft cost component query templates	September 30, 2019
• Report components measured <ul style="list-style-type: none">○ Identify data owners/stewards○ Send cost component queries○ Collect data○ Draft current state summary	December 31, 2019
• Report data analyzed <ul style="list-style-type: none">○ Sort data for analysis○ Clean data○ Compare / best practice / benchmark	March 31, 2020
• Process improvement recommendations drafted <ul style="list-style-type: none">○ Draft improvement plan summary○ Drafting legislative report○ Teams reviewing / editing / consensus building	June 30, 2020

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Timeline continued

Milestone:	Completion Date:
• Military Dept CFO, IGAP, Communications and AAG Review	July 15, 2020
• Laws/Codes/Regulations/Policies to implement recommendations identified <ul style="list-style-type: none">○ Draft list of laws, rules, codes needing revisions and new language needed to implement proposed recommendations○ Identify legislative committee hearing(s) presenter(s) for ESHB 1109 Study Report	July 31, 2020
• Legislative report and presentation finalized <ul style="list-style-type: none">○ Sponsor Briefing○ Full project teams briefing and celebration○ Schedule legislative committee hearing(s)○ Schedule report presenters○ E-Copy and print report and presentations	August 31, 2020
• Legislative report submitted to OFM Policy <ul style="list-style-type: none">○ OFM Policy Review○ OFM Fiscal Review○ Agency receives questions/recommendations from OFM○ Re-draft if necessary○ Agency receives approval from OFM to submit 911 Report (NLT 30 September 2020)	September 1, 2020
• Final Report submitted to Legislature	October 1, 2020

Project Teams

Sponsor:

Major General Bret D. Daugherty, Adjutant General of the State of Washington

Project Lead:

Adam R. Wasserman, Washington State Enhanced 911 Coordinator

Project Facilitator:

Danni Colo, Project Analyst

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Executive Steering Committee:

Made up of executive level representatives from the public safety community, elected officials, and the Washington State legislature

E911 Advisory Steering Team

Joann Boggs, Pend Oreille County
Richard Kirton, Kitsap County
Keith Flewelling, Thurston County
Brenda Cantu, Grays Harbor County
Jonathan Brock, Pierce County
Angie Fode, Adams County

Project Team Members:

Mark Janowski, Asotin County 911 Coordinator
Kim Lettrick, Benton County 911 Coordinator
Misty Viebrock, Chelan County 911 Coordinator
Steve Romberg, Clallam County 911 Coordinator
Kathleen Myers, Clark County 911 Coordinator
Ashley Strickland, Columbia County 911 Coordinator
Deanna Wells, Cowlitz County 911 Coordinator
Criselia Grupp, Douglas 911 Coordinator
Teri Sebree, Ferry County 911 Coordinator
Rick Rochleau, Franklin County 911 Coordinator
Tina Meier, Garfield County 911 Coordinator
Jackie Jones, Grant County 911 Coordinator
Tom Shaughnessy, Island 911 Coordinator
Karl Hatton, Jefferson County 911 Coordinator
Deb Flewelling, King County 911 Coordinator
Darlene Mainwaring, Kittitas County 911 Coordinator
Julie Buck, Klickitat County 911 Coordinator
Scott Smitherman, Lewis 911 Coordinator
Jo Borden, Lincoln County 911 Coordinator
Mike Rawlings, Mason County 911 Coordinator
Mike Worden, Okanogan County 911 Coordinator
Tim Martindale, Pacific County 911 Coordinator
Steve West, Pend Oreille County 911 Coordinator
Dave Halloran, San Juan County 911 Coordinator
Helen Rasmussen, Skagit County 911 Coordinator
Jason Fritts, Skamania County 911 Coordinator
Vicki Thoroughman, Snohomish County 911 Coordinator
Amy McCormick, Spokane County 911 Coordinator
Rick Anderson, Stevens County 911 Coordinator

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Joannie Kuhlmeier, Wahkiakum County 911 Coordinator
Steven Ruley, Walla Walla County 911 Coordinator
Greg Erickson, Whatcom 911 Coordinator
Heather Anderson, WSP 911 Coordinator
Brad Coughenour, Yakima County 911 Coordinator
Tara Murker, Whitman County 911 Coordinator
Sean Bacon, Washington Ambulance Association
Robert Gear, Washington Fire Chiefs
Greg Rogers, Washington Association of Fire Marshals
Ted Jackson, Washington Council of Police and Sheriffs
Ray Maycumber, Washington Association of Sheriffs and Police Chiefs

Work Groups:

Finance
Facilities
Infrastructure
Governance/Policy
PSAP Operations/Administration

Roles and Responsibilities

It is essential to the success of this project that the team be committed to accomplishing the stated goal(s) for this project. To accomplish this, the team is resolved to take the following active roles and responsibilities.

Sponsor:

- Provide committed leadership.
- Provide guidance and a mission for the project.
- Approve needed resources.
- Establish priorities.

Project Lead:

- Support the team by requesting their time and energy to participate.
- Share input from policy makers and stakeholders.
- Provide interface with elected/appointed officials.
- Champion recommendations.
- Approve external resources.

Project Facilitator:

- Facilitate discussions and team meetings.
- Ensure thorough participation and input from all team members.
- Report to the project lead on progress and check in to ensure the correct direction of the study.

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- Facilitate the identification of information needs and sources for that information.
- Facilitate securing the needed information.
- Develop and facilitate processes for the team to use to arrive at data driven conclusions and results of analysis.
- Document Team recommendations for consideration, action or approval.
- Facilitate the development of an implementation plan.
- Write the draft legislative report.

Executive Steering Committee and E911 Advisory Committee Steering Team:

- Executive level project review to provide guidance and feedback.

E911 Advisory Committee Steering Team:

- Review and oversight of work group activities, findings and recommendations.
- Primary coordination of project team communication.

Project Team:

- Participate fully in monthly meetings.
- Provide requested data timely.
- Share knowledge and expertise for the benefit of the team and the accomplishment of the study.
- Be willing to explore creative and innovative solutions.
- Review project legislative report.
- Draft written minority opinions if necessary.

Work Group Members:

- Accomplish work at appropriate times to support the accomplishment of the study.
- Provide subject matter expertise.
- Contribute to project legislative report.
- Work collectively toward accomplishing the study purpose.

External Subject Matter Experts:

- Brought in as needed to research, analyze and draft study content.

Operating Guidelines

- Participate fully.
- Treat all project members and their ideas with respect.
- Communicate with openness and trust.
- Don't judge other's ideas when brainstorming.
- Only one person should talk at a time. Avoid side conversations.

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- Unresolved issues moved to parking lot for later discussion.
- Document with clarity. Decisions are communicated.
- Come prepared to substantiate options and solutions.
- Decisions and recommendations are made timely and within the identified parameters.
- Decisions to be made by consensus whenever possible.
- Team consensus overrules individual differences—"agree to disagree" as needed.
- Stick with the team. High interest and increasing participation on the part of the members is a sure recipe for success.
- Information discussed in the meeting will remain confidential, avoiding external rumors of unconfirmed actions or goals.
- Please silence all electronic devices.

Boundaries

Nothing in this study will negatively impact the overall operations of 911 in Washington State.

Session law authorizing and requiring study:

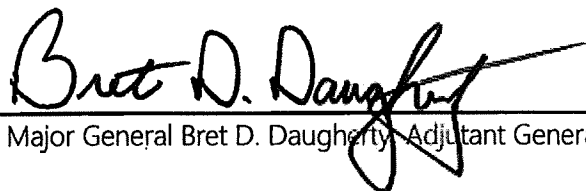
From ESHB 1109.SL, Section 145. For the Military Department.

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Major General Bret D. Daugherty, Adjutant General of the State of Washington

JULY 8, 2019

Date:

